

**THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANIZATIONAL
PERFORMANCE.A CASE STUDY OF THE MINISTRY OF HEALTH (MOH) IN
NAIROBI COUNTY**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT
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DECLARATION

This report is my work and has not been submitted to any University for any academic accolade.

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This project has been submitted for examination with my approval as the University Supervisor.

Signed.....

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DEDICATION

This project is dedicated to my parents for their financial and moral support throughout my time in school and during my study for this research project.

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ABSTRACT

The primary goal of this project was to see how planning human resource methods affected the performance of organizations. The study's specifically determined how the impact of job analysis on Ministry of Health performance, the impact of staff demand and supply forecasting on Ministry of Health performance, and the impact of employee retention planning on Ministry of Health performance. The respondents' data was collected using descriptive methodology research. The study's target population was 100 workers from the Ministry of Health In Nairobi County. The sample size of thirty workers, or thirty percent of the target population, was chosen using stratified random selection methods. Questionnaires were utilized to gather information. The information gathered was evaluated using average weighted and percentages, which were then displayed in frequency charts and tables. According to the findings, the business uses job analysis questionnaires regularly. Job analysis at the workplace improves the company's competitive edge. Internal promotion is the most important element examined by the business in employee supply forecasting, whereas demand for products and services is the most important factor considered by the Ministry of Health in employee demand forecasting. Employee demand forecasting assists the business in addressing current and future people requirements. The main factor of a successful staff retention strategy in the business is an attractive pay package. The company's retention strategy is heavily influenced by support for personal and professional growth. The company's competitive edge is boosted through retention strategy. The researcher concluded that staff retention planning, demand-supply forecasting, and job analysis all have an impact on the success of a company. Companies should have well methods to operationalize them and well-documented human resource strategies, according to the recommendations. To gain their commitment and support, senior management must be educated about the potential effect of human resource planning .Organizations should establish career development standards and require each employee to create expressive discrete answerability plans that evidently outline their ambitions and professional goals in accordance with the rules.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section discussed the study's background, the problem statement, the study's goals, the research questions, the study's scope, the study's relevance, and the chapter summary.

1.1 Background to the study

In light of the present scenario, businesses are looking for solutions that will get them out of difficult situations, especially when it comes to human resources, and provide them a modest edge over other competitive businesses. According to Guest (2011), human resource planning is an extremely crucial aspect and it is fundamental to analyze an organization in diverse situations to validate its contributions towards its performance. In the recent past, human resource planning trajectory has changed significantly due to the global environment, privatization, competitions and technological advancements, not forgetting the wavering social, political, and economic factors that ensured that organizations operationalize innovative practices that will guarantee their performances. Paul (2013) asserts that human resource planning remains fundamental for any organization to expand and identify an array of human resource practices that are not limited to reward management, training, procurement, evaluations, and security in employment. According to Hundley (2008), human resource planning is a crucial facet for attaining and maintaining competitive advantage; thus, human resource managers have been tasked with coaching employees with precise expertise and the capabilities that will enhance the competitive gains of the organization.

Human resource planning plays a role here, and the end effect is improved organizational performance. While defining human resource planning and its implications, several renowned academics and researchers came up with their unique views (Speamerfam, G., 2011). Similarly, according to Walker (2000), Human resource planning seems to be used by companies and organizations who regard their workers to be the most important element of their business. The reason for this is obvious to everyone: the workers of that company lack the degree of potential or

desire that is required to operate at that level in the sector. On the other hand, those companies excel in the market when it comes to increasing employee happiness at work in a variety of ways, encouraging people to take risks, and requiring them to put out their best effort to achieve goals (Noe, 2003).

Many variables may influence how human resource planning is carried out at times. These may be internal or external and internal factors that impact the whole planning process of human resources, such as the external and internal environment, how the organization aligns workforce planning with different departmental planning, and open market competition.

Human resource planning's strategic function benefits the business in the near term and in the long run. As a result, it can be observed that organizations who regard human resource planning to be a major and important component of their human resource management may benefit greatly in terms of dealing with their human capital, potentially allowing them to stand out from the market competitors (Biles, 2000).

“Human resource planning is especially essential for developing, rapid-growth, and high-tech businesses,” according to Edwards and Pearce (1998). Mature companies that need new products, acquisitions, or divestitures must also prepare to find new services, markets recruit, and ongoing competition or reallocate the personnel required for revival." Succession planning and organization development play a significant role in meeting employee training and career development requirements as well as meeting organizational objectives. If the in-house labour supply is more than what is required, the issue of resource reallocation must be addressed. According to Craft (1990), human resource planning plays a main role in selecting and defining the qualities of candidates to choose the greatest match for the company.

1.1.1 Human Resource Planning

Strategic HRP, according to Dessler (2005), is a set of systematic techniques for maximizing the advantages of human resources in a company. According to Walters (2016), HRP is a process for identifying future and present human resource requirements to achieve corporate objectives. At its most basic level, strategic human resource planning ensures that an organization's operational objectives are met by finding the appropriate people with the right talents at the right time to meet those goals (Armstrong, 2006). A typical strategic plan outlines an organization's strengths and limitations, the operation's surroundings, and the goal it wants to achieve within a given allotted time (Walters, 2016). According to Reilly (2003), strategic human resource planning is a technique through which an organization attempts to estimate labour demand and assess the amount, kind, and sources of supply that will be required to meet the need. Human resource planning offers organizations a strategic edge in terms of enhancing organizational performance. (Bulla & Scott, 1994) define human resource planning as tasks such as developing a visible employer brand, implementing viable retention tactics, developing a recruiting and selection strategy, managing talent, and managing absences.

According to Wirtz (2009), a strategic strategy guides an institution toward achieving its purpose successfully. According to Peterson (2009), HRP identifies an organization's future requirements by analyzing current human resources, the future human resource environment, and the external labour market. On the other hand, strategic human resource planning differs from strategic, operational planning in that it focuses on issues outside the company and creates future scenarios. This may be determined by the questions asked in strategic human resource plans, such as where we're headed and what circumstances we'll face on the way there (Nyaencha, 2016).

The contemporary HRP's main focus is anticipating future human resources. It requires the definition of goals, development, and execution of particular agendas, such as recruiting and training, to guarantee that employees with the appropriate personalities and skills are accessible depending on the need (Jackson & Schuler, 1990). Businesses must have their own unique strategic human resource strategies. The fundamental structure of such plans includes a review of existing personnel levels, projecting future staffing requirements by organizational objectives,

and integrating organizational strategy with employment planning and execution (Armstrong, 2006).

1.1.2 Organizational performance

The cyclic activities used to set pre-determined organizational goals, monitor progress toward attaining these objectives, and make adjustments to accomplish them competently and effectively are called organizational performance (Alagah, 2017). Armstrong (2006) defines performance as both behavior and outcomes, emphasizing the need to consider behavior, input, and results, output, in performance management. Because performance is affected by various variables, it is seen as a multi-dimensional entity (Holton & Swanson, 2008). Most organization performance assessments involve a continuous data collection procedure from certain key areas (Cantens, 2011). The process of organizational performance entails continuous monitoring and reporting of the organization's progress toward its objectives (Yasui, 2011). Therefore, organizational performance may be defined as the internal system's collection, organization, and reporting of processes, outputs, and results.

The measurement of change in an entity due to managing pronouncements and implementing those pronouncements by organizational members is referred to as organizational performance (Carton, 2004). The purpose of assessing performance is to aid in decision-making that leads to progress in attaining the goals set out in the organization's strategic plans (Ireland, 2011). Organizational performance is often measured using frameworks and reference models (Delaney & Huselid, 1996). Various reference models and frameworks have been developed to measure an entity's performance (Armstrong, 2006). According to Obonyo (2015), reference models are more stringent standards employed by a sector or an ordinary functional unit, particularly within specified performance metrics and associated business processes. Economic value-added, balanced scorecard and activity-based costing are just a few of the models available.

Financial performance, market performance, and shareholder return have traditionally been the focus of previous empirical research in the field of organizational performance (OP). However, evaluating performance using these measures was ultimately met with resistance since they do not apply to all organizations, particularly those whose goal is not profit maximization. Furthermore, financial success ignores other aspects of the business. In addition, the Balanced

Score Card identifies important stakeholder groups like consumers, workers, and shareholders and applies objective performance measures to each of them.

Lusthaus et al. (1999) also developed a performance assessment that divided organizational performance into four main factors: effectiveness, which is the extent to which an organization's activities match customer expectations; efficiency, which is the extent to which an organization optimally utilizes resources; and relevance, which is the ability to adapt to changes in environmental demand.

1.2 statement of the problem

Organizations usually budget for capacity expansion, supplies, equipment, and finance in the future. Organizations should also provide for their human resource needs. Human resource planning is part of identifying personal needs, predicting people available, and deciding on additions or substitutions needed to maintain an appropriate number and quality workforce to achieve the organization's objectives. At least three aspects of the Human Resources Planning function are involved: regulatory constraints, job analysis, demand, and supply forecasts. The Ministry of Health, like many other businesses across the globe, is having difficulty recruiting and keeping talented and valued workers to fulfil changing consumer requirements. There have been many studies on how human resource planning impacts organizational performance, for example. Yaw (2012) performed research in Ghana on the effect of human resource planning on the recital of administrations. An investigation by Farman (2013) on the influence of human resources planning on an organization's performance demonstrates that the impact of human resource planning methods on employee performance in county administrations was investigated by Maina and Kwasira (2017). The Ministry of Health has performed no research on the same issue. The research goal was to close this gap by examining how human resource planning methods influence organizational performance in the Ministry of Health in Nairobi County.

1.3 Study objectives

The chief goal of this study was to appraise the influence human resources planning has on an organization's performance.

1.3.1 Specific objectives

- i. To determine the effect of job analysis on the performance of the Ministry of health in Nairobi County.
- ii. To describe the effect of employees' demand-supply projecting Ministry of Health's performance in Nairobi County.
- iii. To describe the impact of planning to retain employees on the Ministry of Health performance in Nairobi County.

1.4 Research Questions

- i. What is the effect of job analysis on the Ministry of health's performance in Nairobi County?
- ii. What is the effect of employees' demand-supply projecting on the Ministry of health's performance in Nairobi County?
- iii. How does employees attraction retention planning affect the performance of the Ministry of health in Nairobi County?

1.5 The Study's Importance

The research will help companies sustain high performance by concentrating on workforce planning, which will result in the appropriate amount of people with the right talents being hired at the right time. Human resource managers will benefit from the findings regarding successful recruiting, motivation, training, and performance evaluation. The study's results will offer human resource managers a comprehensive understanding of how to successfully prepare for their human resources while meeting the ever-changing requirements of their customers. It will assist in the development of new theories and contribute to the current knowledge base. It may also help other human resource management researchers and students who want to utilize the results for academic reasons.

1.6 The Study's Purpose

Concerning the Ministry of Health, the research looked at the effect of human resource planning on organization performance. The impacts of employee demand-supply projecting, job analysis as well as employee retention planning on organizational performance.

1.7 The Study's Limitations

Because the research was restricted to the effect of human resource planning on Ministry of Health performance in Nairobi County, its results may not apply to other Kenyan organizations. Due to job pressures, several workers did not participate in the research.

1.8 The Study's Assumptions

The respondents were supposed to be accessible during the study and provide their honest opinions on the research topics. The responders were also expected to interpret the questions under the goals. It is also believed that the study's shortcomings have been addressed. Human resource planning and how it affects organizational performance were familiar to all Ministry of Health workers.

CHAPTER TWO

LITERATURE REVIEW

2.1 An Overview

This chapter will study specific literature relevant to the topic under investigation as described by different writers, analysts, academics, and researchers. Journal articles and books with a close connection to the study's topic and goal were used in the research. It will shed light on the accomplishments achieved and the difficulties that have been faced in the area of research.

2.2. Human Resource Planning Concept

Human resource planning (HRP) is defined as assessing existing and future human resource requirements for an organization to meet its objectives (Reilly, 2003). Every organization's human resource planning (HRP) procedure is critical. Human resource planning (HRP) is critical since employing the incorrect people or failing to foresee changes in recruiting requirements may be expensive in the long term. HRP guarantees that an organization's workers have the necessary skills and competencies to help it prosper (Ghazala & Habib, 2012). HRP, according to Gupta (2008), prepares workers properly for possible rationalization. It also allows a company to undertake appropriate recruiting and strategic hiring plans.

HRP is described as "the strategically oriented human resource function will be dedicated to identifying methods to assist the company achieve significant advantages over its rivals," according to Gould (2004). Those benefits are often stated in terms of a company's ability to achieve its goals. "Human resources affect an organization's ability to accomplish its strategic goals in three basic ways: cost economics, operational effectiveness, and the ability to start new businesses and alter operations" (Biles and Holmberg, 2000).

Human resource planning is the process of planning all of the different activities carried out by the human resource department and planning how those tasks may be carried out. Recruitment, selection, motivation, coaching, career development, empowerment, and assessments are just a few of the human resource tasks. HRP is described by Mondy et al (1996) as a systematic examination of HR requirements to guarantee that the appropriate number of workers with the requisite skills are available when needed. While preparing their planning program, practitioners

should keep in mind that their staff members have their own goals to meet. This is the reason why people look for work. Neglecting these requirements would result in low motivation, leading to subpar performance and possible strike action. Theoretical Review (section 2.2)

2.2.1 Theory of Human Capital

Human capital may be generated in two ways, according to the idea. The first is to utilize people as a conventional workforce. The other is based on the idea that physical capital investment may be as effective as a human capital investment (Little, 2003). Person capital includes the idea of the "human as creator," who defines knowledge, skills, competence, and experience by connecting "self" and "environment." Among the various definitions of human capital, the latter is widely considered more important (Beach, 2009). Numerous empirical research shows that human capital influences many social variables.

Woodhall (2001) claims that investing in human capital outperforms physical capital and human capital can easily translate acquired knowledge and skills to particular goods and services. Given the importance of acquiring knowledge and skills, many people feel that learning is the most important factor in developing human capital. In other words, learning is an important component of gaining knowledge and skills via any means, including interpersonal interactions.

Human capital may now be defined as "something like knowledge and skills" acquired via learning activities. Skills, experience, and competence are considered equal representations of human capital (Sleezer et al., 2003). To attract and retain employees with the required knowledge, skills, and competencies, the concept of human capital may be utilized in human resource planning.

2.2.2 Theory based on Resources

It is possible to create value via technology, natural resources, finance, and economies-of-scale; nevertheless, the resource-based approach asserts that these sources of value are more accessible and simpler to replicate than complex social systems such as human resources.

Companies' resource-based perspectives are business performance models that place emphasis on a corporation's control over its resources and capabilities as sources of competitive advantage.

According to Penrose (1999), a business is defined as a "collection of productive resources," the resource-based approach can be traced back to those who claimed that work organizations each have their own "distinguishable capability" that allows them to outdo their competitors. It is important to note that this perspective emphasizes the organization's human resource quality and its ability to learn and adapt at a quicker rate than its competitors. Examples of these resources include individual managers' and workers' training, experience, judgments, intelligence, connections, and insights, as well as their own judgments and insights. People's knowledge and experience and their social connections can provide non-replaceable characteristics that may be used to achieve a competitive edge (Cappelli & Singh, 1992).

2.3 Empirical Analysis.

2.3.1 The impacts of Job analysis on Performance of Organizational

To commendably recruit and select the best candidates for certain jobs, one must first understand the tasks involved. Job analysis is a systematic method of gaining information about professions. To successfully recruit and choose the best people for particular positions, one must first understand the duties involved. Job analysis is a systematic examination of the work performed to gather information about professions (UK Department of Labour, 2015). Job descriptions and job specifications are common parts of job analyses, and a job description explains the position in detail.

There are several techniques for job analysis, according to Byars (2004). The type of work being evaluated, the resources available for job analysis, the scope of the assignment, and the company's overall size all influence the most appropriate technique. Job analysis techniques include observations, work sampling, important events, interviews, and questionnaires.

Observation is the most basic method of job analysis. Many jobs require a lot of abstract thinking, planning, and decision-making. Nowhere is observational Analysis appropriate (Mack, 2007). Unlike observation, work sampling is more flexible. Regularly, the job analyser collects data from employees on jobs with long cycle times, irregular work patterns, or a variety of activities.

Critical events observation is a variation of the observation method that focuses on only those work activities that determine success or failure. This method is comparable to the characteristic

approach, which is used to assess which leaders are successful and ineffective. This approach may be implemented by an outside consultant, direct supervisor, or current employee. Interviewing is not the only method used in research (Noe, 2003).

Interviews are probably the most widely used method of determining what a job entails. Unemployment insurance (UI) is a kind of insurance that covers workers' compensation and unemployment insurance. This style of working excludes essential elements of the job like analytical thinking and problem-solving. An interview with a labour relations expert may reveal crucial aspects of your work that you were previously unaware of (Michael, A, 2006).

Many companies use job analysis questionnaires to collect information about a position's duties. These types of surveys have at least two benefits. They may use a collection of similar characteristics to compare the work activities of various professions. Second, a questionnaire can quickly and cheaply generate large amounts of data. Employment analysts survey job applicants in less time than one job applicant is filmed or interviewed (Baired et al., 2003), the substance of the job done (UK Department of Labour, 2015). Work descriptions and job specifications are common parts of job analyses. A job description explains the role in depth. A job specification is a written document that specifies the qualifications required to perform the tasks and responsibilities described in the job description. Job analysis may be used for additional purposes than predicting future employment requirements. Job analysis data may be used to create suitable recruiting and selection techniques, define evaluative dimensions, assess job value for pay reasons, and build staff training programs (Bailred et al., 2004).

There are many methods for job analysis, according to Byars (2004). The kind of work being assessed, the resources available for job analysis, the scope of the assignment, and the company's overall size all affect the most suitable method. Job analysis methods include observations, work samples, significant events, interviews, and surveys.

Observation is the most basic technique of work analysis. Observation may be used to evaluate the efficacy of jobs that involve a lot of visible physical exertion. Workers offering maintenance services, grounds-keepers, and machinists are a few examples. Many jobs involve a lot of abstract

thinking, planning, and decision-making. Nowhere is observational Analysis suitable (Mack, 2007).

2.3.2 The Impact of Demand Supply Forecasting by Employees on Organizational Performance

Forecasting demand consists of determining how many employees a business will need in the future. When forecasting future human resource needs for their organizations, managers consider many dimensions. The merchandise or deal provided by the business must be in great demand. As a result, markets and sales figures are expected first in a company's planning. After that, the amount of personnel needed to fulfil the projected capacity is determined.

To replace expected vacancies, it is necessary to hunt down employees from inside the organization. This is made possible by implementing a human resource audit, which is a systematic evaluation of existing personnel's qualifications. When it comes to human resource auditing, it is the creation of an organizational chart for a unit or an entire company in which all positions (usually administrative) are defined and keyed as to the "promotability" of each job holder (Frazeh, 2003).

2.3.3 Employee Retention Planning's Impact on Organizational Performance

According to the government, employee retention in today's changing labour market requires an assessment of important variables that are essential to both companies and potential employees. As stated by the Government of Newfoundland and Labrador, the following statements are correct: (GNL, 2008).

Being a desired employer is said to be crucial when it comes to attracting top personnel. It is stressed that to be a desired employer, it is essential to recruit new workers and retain the talent that the company already employs. In addition to pay, several variables affect worker attractiveness and retention (GNL, 2008). However, it should be emphasized that although the pay is essential for competitiveness, it is seldom the most significant consideration for workers or prospective employees.

According to an Institute of Economic Affairs findings on the crescendos and inclinations of Kenya's employment field (IEA, 2010), the quality of the workforce, achieving the optimal mix of managerial-technical support staff, management skills, and labour issues are among the areas with the greatest potential to influence productivity of an organization. A National Manpo is also mentioned in the paper. A National Manpower Survey (NMS) is tasked to offer baseline information required in the development and implementation of successful labour market policies, according to the study. Mathenge (2011) stated that most companies in Kenya are presently experiencing noticeable difficulties recruiting and keeping competent people when considering ethical concerns in HRM.

The importance of attraction and retention in organizations has been highlighted in the examined global, regional, and local research. Organizations are said to compete in the labour market to recruit the finest people while keeping the most qualified staff (GNL, 2008). However, in the public sector, the preceding has posed a significant problem. The effect of staff recruitment and retention tactics on employee performance is unquestionably understudied, particularly in the public sector. In Kenya, the scenario is similar in the county governments.

2.3 Concept of Efficiency in Human Resource Planning

Efficiency refers to the ability to do something well, successfully and without wastes. The main purpose of HRP is to ensure that employees interact with their jobs in the best way. HRP process ensures that employees in an organization are not excess or less but are in their right number as required (Aslam, Aslam, Habib & Jabeen, 2013). Therefore, for human resource planning to be efficient, it requires a conducive environment that establishes the strategies for acquiring, utilizing, improving, and retaining adequate and relevant human resources. The most prominent problems limiting progress and overall development of organizations in most third world countries are majorly associated with incapability to fit the human element and appropriately manage them (Subaie, 2016). Therefore, this affects most of the organizational operations as it directly impacts efficiency in human resource planning activities.

Human resource planning strategies like recruitment, selection, learning, development, career advancement can enhance the performance of a firm by enhancing employee and organizational performance (Katua, Mukulu & Gachunga, 2014). This could be achieved by compliance with the organization's service delivery charter that specifies how the services should be offered considering timelines and costs. This will enable the human resource department to conduct its

activities efficiently. Availability of adequate funds will also enhance human resource matters to be undertaken appropriately as there will be enough finances to support its operations.

In a study conducted by Singh and Kassa (2016) on the Factors which Influence the Human Resource Planning, important aspect like organizational policies and their influence on efficiency in human resource planning were left untouched (Singh & Kassa, 2016). It is from these policies that organizational practices emanate and should also be anchored on human resource recruitment and selection policies to enhance efficiency.

The conference titled, Strategic Human Resource Planning: Evaluate the Strategic Value of Human Resource within your Organization was organized by Michigan University in 2016. It resolved to create a culture of alleviating human resource competencies which are human capital in order to increase organizational productivity (Carlevaris-Bianco, Ushani & Eustice, 2016). This will also be enhanced by making good use of available physical resources to support the alleviation of human resource competencies. Similarly, the current study thoroughly researches on those factors and their influence on efficiency in human resource planning to provide an efficient HRM department. This would enable the college to perform well in the matters of human resource planning.

2.4 Conceptual Framework

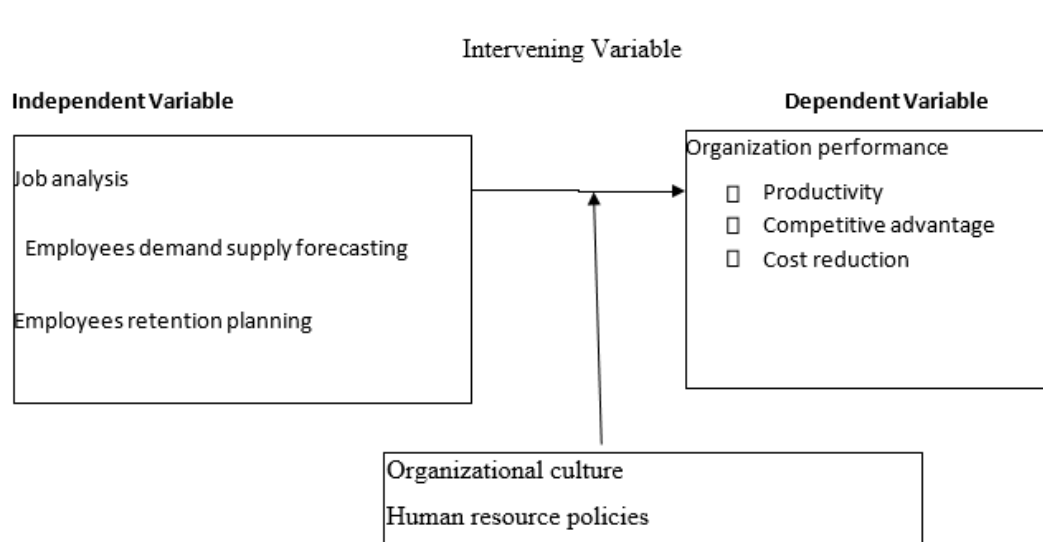


Figure 2.1: Conceptual Framework

Source: Researcher (2021)

The study conceptualizes independent factors in figure 2.1, which include what the researcher explicitly evaluated, such as resourcing strategy, supply-demand forecasting, and staff retention planning; the dependent variable is organizational productivity performance. The human resource manager must concentrate on supply and demand job analysis strategy, and pull and preservation scheduling the Ministry of Health to achieve high organizational performance via effective human resource planning. This, however, will be contingent on current human resource policy and corporate culture.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

The procedural steps that describes how a study will be performed is referred to as research methodology. In order to evaluate research activities, research usually requires a lot of thought, preparation, and creativity. This step is critical in doing research since data gathering is a time-consuming procedure (Kombo, 2006). This chapter also explains how the study was planned and how qualitative research was used to get a statistical description of the issue and to comprehend the phenomena. It's the glue that binds all of the research project's components together. Furthermore, this refers to the strategy or plan used in generating responses to study into improved problem-solving techniques.

3.2. Research Methodology

Research design, according to Kothari (2004), is the strategy and framework of investigation that aids the researcher in obtaining answers to research questions. The researcher utilized a descriptive study approach to collect data on the impact of human resource planning on an organization's performance. This design was suitable for collecting information, summarizing, presenting, and analyzing it in order to explain how human resource planning affects an organization's performance. This was suggested by Orodho (2004) as one of the finest study designs. The design also provided quick findings, which was helpful in correcting flaws discovered throughout the research process.

3.3. The Target population

A population is a collection of individuals, events, or things that share observable characteristics (Kothari, 2004). A total of 100 workers from the Ministry of Health's Nairobi headquarters were studied. Employees from the human resources and finance departments were involved.

3.4. Sampling Procedures and Sample Size

The sample size refers to numerous variables in the research as well as the number of respondents. The sampling method, on the other hand, is the scientific approach for selecting

sample components (Mugenda & Mugenda, 2003). The sample for this study was chosen using a stratified random sampling method to reflect the whole population. Agreeing to Magenta & Mugenda (2002), a sample size of at least 10% was calculated using 30% of the target population, which meant that 30 percent of the targeted workers were chosen, resulting in 30 people working at the Ministry of Health. For each responder group, the table below provides the target population and sample size.

Table 3.1 population target and Model Populace

Respondents category	Target Population	Sample Size
Human resource	75	22
Finance and accounting	25	8
Total	100	30

3.5 Procedure and Data Collection

To gather data from the selected group of respondents, the researcher used questionnaires. A questionnaire is a data collection instrument that enables for evaluation of a specific point of view. Questionnaires are beneficial in that they allow for effective use of time by allowing information to be gathered from a large number of individuals and the questions to be readily evaluated, anonymity is feasible, and everyone receives the same questions, i.e., they are standardized (Orodho, 2009). The sample group is literate and can read, understand, and write, therefore the questionnaire was selected. Closed-ended questionnaires were chosen because they allowed the researcher to get input that was tailored to the study's goals. After two weeks, the questionnaire was physically delivered to the chosen responders.

3.6 Instrumentation

3.6.1 The Instrument's Reliability

The degree to which a research instrument produces consistent findings or data after many trials is measured by its reliability (Mugenda & Mugenda, 2003). The degree to which a certain measurement method produces consistent findings across a series of trials is known as reliability (Orodho, 2009). The researcher utilized the test-retest technique in the study region, employing respondents from the targeted demographic who were not part of the study sample, to verify the instruments' reliability.

3.6.2. The Instrument's Validity

Validity denotes to the degree to which the data gathered in the research properly reflects the study's variables. If the data accurately reflects the variable, conclusions drawn from it will be correct and relevant (Mugenda and Mugenda, 2003). Validity refers to the degree to which a test measures what it claims to measure, thus it assesses the correctness and usefulness of the findings acquired via the researcher's examination of data (Orodho, 2009). Validity is a measure of how well data from research instruments reflect or represent theoretical concepts in a relevant and correct way (Omollo, 2009). Before traveling to the field to gather data, the researcher sought the professional opinion of a University supervisor to verify that the questionnaire was legitimate.

3.7 Presenting and Analyzing Data

According to Mugenda & Mugenda (2003), data analysis is the act of putting order, structure, and meaning to the information gathered. The gathered data were examined using descriptive statistics like weighted average and percentages based on (Mugenda & Mugenda 2003) guidelines for using descriptive statistics as a technique of data analysis. The information was then displayed in the form of tables and graphs. These techniques were chosen because they make it simpler to evaluate, present, and understand the data obtained from the questionnaire.

CHAPTER FOUR

DATA ANALYSIS, DISCUSSION, AND PRESENTATION

4.1 Response Rate

To have a high response rate, the questionnaires were given to at least 30 people employed at the organization through a drop and a picking method. These questionnaires were administered for two weeks. The researcher giving out these questionnaires managed to get 97% rate of response from the questionnaires.

This indicates that the yielded response is over 90 percent response rate.

Table 4.1: Response Rate.

Category of Response	Frequency	Percentages Response	Non response rate
Human resource	20	66.7	6.7
Finance and accounting	7	23.3	3.3
Total	27	90%	10%

According to Dixon (2012), any response rate above 50% is considered a success, and if it is more than 70 percent, we consider it great excellence. As stated above, our response rate was a great success because it was above 70%. Similarly, Mugenda and Mugenda, in their statistical studies, affirm that a response rate between 60-70% should be treated as a good and positive reaction from the sample population. Consequently, this study could be of greater interest because it had a high response rate since the respondents were eager to give their opinions.

4.2 Respondent Demographic Characteristics

The research looked at age, educational level, and time spent working for the company and then reported the results in the tables below.

4.2.1 Age Analysis

Table 4.2: Age Categorization of Respondents

Age	Frequency	Percentages
18-27	4	14.8
28-37	7	25.9
38-47	10	37.1
Above 48	6	22.2
Total	27	100

Source: Field Data, 2021

An average participant was 28 years old; 26% were between the ages of 28 and 37 years old. Of those who answered the survey, 21% were between the ages of 37 and 47, with the remaining 22% (or 48 years and above) being the oldest age group represented. Since most health ministry workers were under 37 years old, it's safe to assume they're still in their prime. Thus, we will be able to use the study's results to represent the views of people of different ages.

4.2.3 Educational Level

Table 4.3: Level of Education level

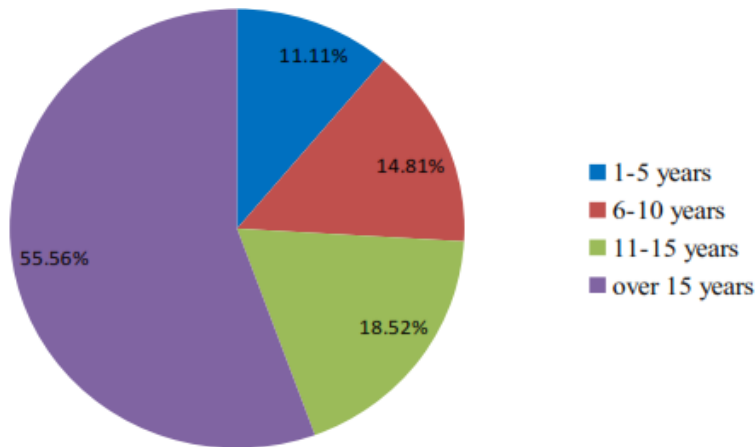
Educational Level	Frequency	Percentages
Masters	8	29.6
Degree	10	37.1
Diploma	7	25.9
Certificate	2	7.4
Total	27	100

Source: Field Data, 2021

Further investigations were made in table 4.3 to evaluate the education levels of respondents, and findings revealed that 29.6% of the respondents had masters, 37.1% of the respondents are degree holders, 25.9% of the respondents had diplomas, and 7.4% of the respondents had a certificate. The data shows that most of the employees in the ministry are degree holders, putting them in a better position to contribute to the study effectively.

4.2.4 Duration of Service

Figure 4.1: Duration of Service



A population of 27 people are working for the organization, and according to the data, 56 percent of them have been with the company for more than 15 years. Another 18 percent have been with the company for 11-15 years, 15 percent have been with the company for six to 10 years, and 11 percent have only been with the company for one to five months. According to corporate data, most MOH Organization Ltd's workers have been with the firm for over 15 years.

4.3 Job analysis

The first objective of the study sought to find out the effect of job analysis on the performance of Ministry of health. The findings were presented in the tables 4.4

Table 4.4: Regular use of job analysis technique

	$\sum f_i$	$\sum f_i w_i$	$\sum f_i w_i$	More often	Very often	Often often	Less all	Not $\sum f_i$	at
				5	4	3	2	1	
Observation	8	2	10				4	3	27 89 3.3
Work sampling	0	9	2				7	9	27 65 2.4
Critical incidents	1	3	6				5	12	27 57 2.1
Interviews	10	8	5				4	0	27 105 3.9
Questionnaire	14	5	3				5	0	27 109 4.0

Source: Field Data, 2021

By Table 4.4, questionnaires accounted for an average of 4.0 points, followed by interviews at 3.9 points, observations at 3.3 points, work sampling at 2.4 points, and significant events at 2.1 points. The questionnaire accounted for an average of 4.0 points. This sample demonstrates how often the Ministry of Health makes use of a job analysis questionnaire. Companies often use job analysis questionnaires to gather information on the duties and responsibilities of individual positions. Companies often use job analysis questionnaires to gather information on the duties and responsibilities of a position. Doing these kinds of surveys has at least two benefits. Employers may use standard features to collect answers from many different employees and compare how they operate across various professions. Another advantage of questionnaires is that they can produce a large amount of data quickly and cheaply.

4.4 Employees Demand Supply Forecasting

The second objective of the study sought to determine the effect of employee demand-supply forecasting on the performance of the MOH. The findings were presented below in table 4.6;

Table 4.6: Factor considered in employees demand forecasting

	More <u>often</u>	Very <u>often</u>	often	<u>Less</u> <u>often</u>	Not at all	Σfi	$\Sigma fiwi$	$\frac{\Sigma fiwi}{\Sigma fi}$
	5	4	3	2	1			
Demand for product and services	13	9	2	2	1	27	112	4.1
Budget constraints	3	7	3	7	7	27	73	2.7
Employees turnover	8	6	0	5	8	27	82	3.0
New technology in the field	1	4	5	4	13	27	57	2.1
Decisions to upgrade quality of services	9	11	3	4	0	27	106	3.9

Table 4.6 shows that demand for products and services were high, with a quality rating of 4.0 available for increasing service quality. In the end, the decision was made to award staff turnover an overall score of 3.0, budget limitations an overall score of 2.7 and new industrial technology an overall score of 2.1 This example demonstrates how the Ministry of Health sees demand for products and services as a key element in predicting staff demand. Noe (2012) argues that the company's product or service fills a substantial demand, in support of this conclusion. So in the development of a business, the markets and sales statistics are anticipated initially.

Table 4.7: Factor considered in employees supply forecasting

	More <u>often</u>	Very <u>often</u>	often	<u>Less</u> <u>often</u>	Not at all	Σfi	$\Sigma fiwi$	$\frac{\Sigma fiwi}{\Sigma fi}$
Internal promotion	12	12	3	0	0	27	117	4.3
Employees available for training	12	9	6	0	0	27	114	4.2
Availability of required talents	14	8	0	5	0	27	112	4.1
Competition for talent within the field	0	6	2	4	15	27	53	2.0
College and university enrolment trends	2	7	0	9	9	27	65	2.4

In the survey, employees who are interested in internal promotion received a score of 4.3, while those who are willing to train received a score of 4.2. Employees who are interested in college or university enrollment received a score of 4.1, while those who are looking for required skills received a score of 4.1. This indicates that the Ministry of Health considers internal promotion to be the most important element for predicting staff requirements.

Table 4.8 : Effect of employee demand-supply forecasting on organizational performance

	More often	Very often	Less often	Not at all	Σfi	$\Sigma fiwi$	$\frac{\Sigma fiwi}{\Sigma fi}$
	5	4	3	2	1		
Cost reduction	0	6	7	5	9	27	2.4
Competitive advantage	12	11	4	0	0	27	4.3
Quality production	8	8	7	4	0	27	3.7
Employees turnover	1	8	4	5	9	27	2.5
Meeting current and future personnel needs	13	11	3	0	0	27	4.4

Table 4.8 shows that meeting current and future personnel needs was rated 4.4 competitive advantages rated 4.3, employee's turnover rated 2.5, cost reduction rated 2.4 and quality production rated 3.7. This shows that, employee's demand-supply forecasting help the Ministry of health in meeting current and future personnel needs.

4.5 Employees Retention Planning

The third objective of the study sought to establish the effect of employee's retention planning on performance of Ministry of health. The findings are presented below;

Table 4.9: Major determinants of effective employee's retention plan

	Strongly agree 5	Agree 4	Undecided 3	Disagree 2	Strongly disagree 1	Σfi	$\Sigma fiwi$	$\frac{\Sigma fiwi}{\Sigma fi}$
Diversified and challenging work	7	6	0	3	11	27	76	2.8
Attractive compensation package	12	10	1	0	4	27	107	4.0
Career development opportunities	11	9	2	0	5	27	102	3.8
Opportunities for personal and professional growth	8	7	5	4	3	27	94	3.5
Inclusive workplace	3	4	6	6	8	27	69	2.6

Table 4.9 above demonstrates that, inclusive work place rated 2.6, career development opportunities rated 3.8, Diversified and challenging work rated 2.8, opportunities for personal and professional growth 3.5 and attractive compensation package 4.0, This demonstrations that noble compensation packages are the key factors for effective employees' retention planning in MOH.

Table 4.10; Factors that Influence a Company's Retention Strategy

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Σfi	$\Sigma fiwi$	$\Sigma fiwi$
	5	4	3	2	1			Σfi
Flexible working environment	8	7	5	5	2	27	95	3.5
Workplace innovation	0	0	4	10	13	27	45	1.7
Communication	10	11	3	0	3	27	106	3.9
Support for personal and professional development	12	12	2	1	0	27	116	4.3
Recognition	1	4	5	5	12	27	58	2.1

Source: Field Data, 2021

Table 4.10 above show that, flexible working environment rated 3.5, recognition rated 2.9 and workplace innovation rated 2.1, support for personal and professional development rated 4.3 communication rated 3.9, This indicates that support for individual and professional development is the main factor influencing retention planning in the MOH.

Table 4.11: Influence of employees' retention planning on organization performance

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Σfi	$\Sigma fiwi$	$\Sigma fiwi$
	5	4	3	2	1			Σfi
Cost reduction	0	5	5	8	9	27	60	2.2
Competitive advantage	11	11	5	0	0	27	114	4.2
Quality production	13	11	3	0	0	27	118	4.4
Employees turnover	0	4	7	3	13	27	56	2.1
Meeting current and future	0	6	9	4	8	27	67	2.5

Source: Field Data, 2021

Table 4.11 shows that, quality production rated 4.2, competitive advantage was rated high of 4.4, meeting current and future personnel needs rated 2.5, cost reduction rated 2.1 and employees turnover rated 2.2 and. This shows that retention planning in Ministry of health in increases the competitive advantage of the organization.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Findings Summary

The goal of the research is to see how human resource planning methods affect organizational performance. The study's initial goal was to determine the impact of job analysis on Ministry of Health performance, and it was discovered that the organization uses job analysis questionnaires on a regular basis. Job analysis at the workplace improves the company's competitive edge.

The study's second goal was to see how employee demand and supply forecasting affected Ministry of Health performance. It was discovered that demand for products and services is the most important factor considered by the Ministry of Health in employee demand forecasting, while internal promotion is the most important factor considered by the organization in employee supply forecasting. Forecasting employee demand and supply assists the Ministry of Health in addressing current and future staff requirements.

The study's third goal was to determine the impact of staff retention planning on Ministry of Health performance, and it was discovered that an appealing pay package is the most important predictor of successful employee retention planning in the Ministry of Health. The organization's retention strategy is heavily influenced by support for personal and professional growth. The Ministry of Health's retention strategy improves the organization's competitive edge.

5.2 Conclusions

Based on these results, it was determined that most businesses utilize job analysis questionnaires to evaluate jobs on a regular basis. In the workplace, job analysis improves the company's competitive edge.

Second, it was determined that demand for products and services is the most important element that businesses examine when predicting employee demand, whereas internal promotion is the most important factor that companies consider when anticipating employee supply. Employee demand-supply forecasting assists businesses in addressing current and future staffing requirements.

Finally, it was determined that a competitive pay package is the most important factor in successful staff retention strategy in businesses. Support for personal and professional growth is a key element in how businesses prepare for employee retention. Companies that prepare for employee retention get a competitive edge.

5.3 Recommendation

The following suggestions were given based on the findings: businesses should have well-documented human resource strategies as well as methods to operationalize them; this should be done with the involvement of all employees and regular feedback collected for potential changes. To gain their commitment and support, senior management must be educated about the potential impact of human resource planning on organizational performance. Companies should establish career development standards and require each employee to create meaningful individual accountability plans that clearly outline their ambitions and professional goals in accordance with the rules. Organizations must examine their training programs to ensure that they can adequately handle career development problems among their workers.

Appraisal and individual accountability plans should be utilized to identify skill and competence gaps in each employee, as well as to suggest necessary training to prepare workers for succession. Organizations must help their workers define their learning requirements and objectives, choose appropriate learning methods, and participate in learning activities that will put them in a better position for succession planning.

5.4 Suggestions for Future Research

The researchers recommend that a comparable study be conducted in other Kenyan businesses on the same topic. Additional research should be conducted in the areas of job analysis, employee retention, demand and supply forecasting, and organizational effectiveness.

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APPENDICES: QUESTIONNAIRE

The information collected from this research study is for learning purposes and it's totally confidential, anonymous and private.

PART A

GENERAL QUESTIONS

1. What is your age bracket?

a) 19- 28

b) 29- 39

c) 40- 48

d) Above 49

2. What is your highest education level?

a) Diploma

b) Degree

c) Masters

3. How long have you worked in the organization?

a) 1-5

b) 6-10

- c) 11-15
- d) Over 15

PART II: SPECIFIC INFORMATION

Please tick (✓) where necessary

4. Kindly rate job analysis practices in your organization?

- a) Excellent
- b) Very good
- c) Good
- d) Poor

	More often	Very often	Often	Less often	Not at all
Observation					
Work sampling					
Critical incidents					
Interviews					
Questionnaire					

6. Which of the following factors do you mostly consider when selecting job analysis

5. Which of the following job analysis techniques do you regularly use in the organization?

technique?

- a) type of job
- b) Availability of resources
-
-

- c) scope of the job
- d) Size of the organization

7. To what extent does effective job analysis affect your organization performance?

Effect	Very high	High	Moderate	Low	Very low
Cost reduction					

Competitive advantage					
Quality production					
Employees turnover					
Meeting current and future personnel needs					

8. Kindly rate the employees demand-supply forecasting practices in your organization?

- a) Excellent
- b) Very good
- c) Good
- d) Poor

9. Which of the following factors do you regularly consider in forecasting demand of personnel in your organization?

	More often	Very often	Often	Less often	Not at all
Demand for product and services					
Budget constraints					
Employees turnover					

New technology in the field					
Decisions to upgrade quality of services					

10. Which of the following factors do you regularly consider in forecasting supply of personnel in your organization?

	More often	Very often	Often	Less often	Not at all
Internal promotion					
Employees available for training					
Availability of required talents					
Competition for talent within the field					
College and university enrolment trends					

11. To what extent does personnel demand-supply forecasting affect your organization performance?

Effect	Very high	High	Moderate	Low	Very low
Cost reduction					
Competitive advantage					
Quality production					

Employees turnover					
Meeting current and future personnel needs					

12. Kindly rate the employees retention plans in your organization?

a) Excellent

b) Very good

c) Good

d) Poor

9. performance?

10. Kindly rate the employees retention plans in your organization?

d) Excellent

e) Very good

f) Good

g) Poor

13. Which of the following do you agree that is a major determinants of effective employees retention plan in your organization

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Diversified and challenging work					
Attractive compensation package					

14. Which of the following do you agree that is a major factor influencing effective employees retention plan in your organization?
15. To what extent does employees retention planning affect your organization performance?